Prince Edward Island
CANADA

Health and Wellness

Healthy Islanders Healthy Communities

2015-2018 Strategic Plan

16HE24-44297

Department of Health and Wellness
Strategic Framework

Vision

Healthy Islanders, Healthy Communities now and into the future

Purpose

Provide leadership, policy direction and programs that contribute to:

- high quality, accessible, affordable, accountable, and sustainable health services provided to Islanders; and
- health protection and promotion to improve the health and wellness of Islanders.

Core Values

Putting People First

Collaboration

Accountability

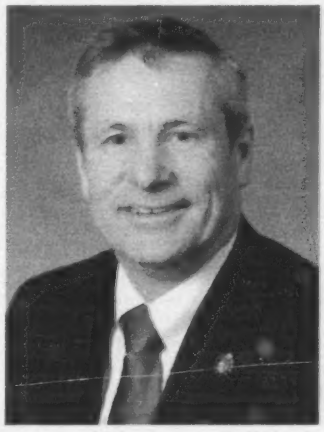
Integrity

Continuous Improvement

Strategic Pillars and Goals

Pillar #1: **Health Policy and Planning Leadership**	Pillar #2: **Health System Governance and Accountability**	Pillar #3: **Engagement, Collaboration and Partnerships**	Pillar #4: **Health Promotion and Prevention**
Goal: Strengthen health policy to help Islanders achieve their optimal health and well-being.	Goal: Strengthen governance and accountability for a responsive and effective health system.	Goal: Increase collaboration with Islanders, communities, service providers and government to strengthen health system capacity and sustainability.	Goal: Help individuals improve their mental and physical health through health promotion and disease and injury prevention.

Minister's Message



I am pleased to present this strategic plan and invite public input on it.

The plan provides direction for health services, prevention and health promotion over the next three years.

The plan will guide decision making within the health system and act as a strategic framework for Health PEI and partners.

Collaboration is key and we look forward to working with Islanders, health professionals, private sector partners, community organizations, other government departments and Health PEI to achieve the vision outlined in the plan.

We value input on the plan from staff, partners and the public. You may post your comments and suggestions on our department website at ***www.gov.pe.ca/health*** or mail them to the Department of Health and Wellness, PO Box 2000, Charlottetown, PE, C1A 7N1.

As a small province, we are fortunate to be able to work closely together to improve the health of our population. I would like to thank the public and our many partners for helping us to bring this plan to fruition.

Sincerely,

Robert Henderson
Minister of Health and Wellness

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Introduction

The Department of Health and Wellness is committed to improving the health and well-being of all Islanders. However, health and social problems are negatively impacting the everyday lives of Islanders and are placing increasing pressure on health and community-related services delivered in Prince Edward Island.

Similar to health systems across the country, Prince Edward Island faces critical issues and trends that threaten sustainability. Among these trends are the growing rates of disease and illness as well as influences of personal health knowledge and behaviours and other social determinants of health that place increasing demands on the health system. Costs to deliver health services, including for more specialized and expensive care options, are increasing while health care is impacted by health human resource shortages. Budgetary pressures strain already limited resources for service as well as supportive policy, leadership and accountability. Overall there is high expectation of the health system by the public and an ever increasing need for people to take charge of their health.

Together, we must seek to strengthen health services in terms of quality, accessibility, affordability, accountability, and sustainability while also shifting the conversation towards prevention and health promotion. This will support, and is expected of, **healthy Islanders, healthy communities**. Great opportunities are ahead if we work together and put people first.

This 2015-2018 Strategic Plan identifies areas of focus to strengthen health services, as well as prevention and health promotion, given current and future challenges and opportunities. To make this happen, there is a need for:

- greater collaboration among public, private and community partners and service providers;
- more involvement of other government departments to improve health, well-being and quality of life;
- more responsive and effective programs and services; and
- more engaged Islanders, taking control of their well-being.

The priorities outlined in this Strategic Plan will help the Department of Health and Wellness fulfill its mandate to provide leadership and policy direction and the potential that these activities have in enhancing the health and well-being of Islanders.

The Department's strategic plan will help guide decision making and activities within the PEI health system, and act as an umbrella strategic framework for Health PEI. Moving forward there will be greater alignment and integration of Health PEI and divisional priorities to the Department.

Government and community partners have roles to play in ensuring strong accountability. The Department will measure progress towards the expected outcomes, as identified in this plan, and will report annually to the public. Feedback on this plan and implementation is welcomed.

Our Purpose

Why We Exist

The Department of Health and Wellness exists to serve and support all Islanders. The role of the Department is to provide **leadership, policy direction and programs** that contribute to:

- **high quality, accessible, affordable, effective, and sustainable health services provided to Islanders; and**
- **health protection and promotion to improve the health and wellness of Islanders.**

We carry out these activities in partnership with individuals and their families as well as Health PEI, health professions, private sector health care providers, community and non-government organizations, and other government departments.

High Quality, Accessible, Affordable, Accountable, and Sustainable

Islanders deserve health services that are:

- **high quality** based on the best possible evidence, including research and scientific evidence, clinical experience and other credible information;
- **accessible** to all Islanders, encouraging involvement in their health-related decisions;
- **affordable** for Island families;
- **accountable** to the needs of patients, their families, and all Islanders; and
- **sustainable** now and into the future.

Health Protection and Promotion

In addition to ensuring high quality, accessible, affordable, accountable and sustainable health services, Prince Edward Island must focus on helping to keep people in good health as long as possible, referred to as **health protection and health promotion**.

Many of the greatest advancements in public health over the last century are related to health protection. **Health protection** refers to activities that decrease population health risk and prevent disease and illness (e.g., food and water safety, motor vehicle safety, tobacco control, immunization and control of infectious disease).[1]

[1] Public Health Agency of Canada, http://www.phac-aspc.gc.ca/php-psp/ccph-cesp/glos-eng.php

Health refers to more than just the absence of disease. The World Health Organization's definition of health describes it as "a state of complete **physical, mental and social well-being** and not merely the absence of disease or infirmity".[2] **Health promotion**, or wellness, is a proactive concept that refers to the process of enabling people to increase control over, and to improve their health.[2]

Many of the factors influencing health protection and health promotion lie outside the health sector. What makes Islanders healthy or unhealthy is related to the conditions in which an individual is born, grows, lives, works and ages. These conditions are referred to as the **social determinants of health** and include factors such as education, employment, income, social and physical environments, and personal health knowledge and behaviours. Advancing health protection and health promotion requires a multi-sectoral approach to health that addresses underlying determinants. Islanders, communities, and government must work together to help improve health outcomes.

Divisions

Department of Health and Wellness reports to the Minister and is accountable to the Provincial Government Executive Council. The Department consists of four divisions:

Health Policy and Programs	Chief Public Health Office	Chief Mental Health and Addictions Office	Sport Recreation and Physical Activity

Health Policy and Programs

This division provides policy and planning direction in various aspects of health care delivery that, in turn, assist the Minister in providing leadership, strategic direction and oversight of the health care system. The division is also responsible for health workforce planning through the actions of the Recruitment and Retention Secretariat.

Chief Public Health Office (CPHO)

Public health is defined as the organized efforts of society to keep people healthy and prevent injury, illness and premature death. It is the combination of programs, services and policies that protect and promote health.

This division is responsible for delivery of health protection programs as legislated under the *Public Health Act*, and collaborating with partners in areas of health promotion to proactively support Islanders in leading healthy lives. The CPHO recently assumed responsibility for the Health Promotion Unit which is mandated to implement the new provincial Wellness Strategy. The division also monitors provincial health trends to help inform program and public health policy development.

[2] World Health Organization, http://www.who.int/about/definition/en/print.html

Chief Mental Health and Addictions Office (CMHAO)

Established in 2013, the Chief Mental Health and Addictions Office is responsible for mental health and addictions policy and planning in PEI. The Office is currently working with government departments, community partners, and Islanders to develop a long-term vision and strategy for Prince Edward Island. The strategy will establish goals for supporting and promoting the mental health of Islanders and for reducing gambling and substance abuse. The strategy will pursue policies that support promotion, prevention, early intervention, and treatment and recovery. Policies will also aim to increase public awareness of mental health and addictions issues with effort put towards reducing stigma and discrimination.

Sport, Recreation and Physical Activity

This division provides support to a number of sport, recreation, and health promotion activities that strengthen the community fabric of PEI. These activities impact the wellness and quality of life of Islanders and provide opportunities for community engagement and individual participation and excellence.

Ministry Responsibility

The *Health Services Act*, Section 3, defines that the Minister shall ensure the provision of health services in the province in accordance with the **provincial health plan**.

The *Health Services Act* defines provincial health plan as follows:

3. *(1) The Minister shall establish, and may amend, a provincial health plan, which shall include:*

   (a) the principles upon which the provision of health services in the province are to be based;

   (b) the goals, objectives and priorities for the provision of health services in the province;

   (c) the health services to be provided or made available in the province and the health facilities to be operated by Health PEI;

   (d) the health services to be provided or made available in the province and the health facilities to be operated by the Minister;

   (e) a comprehensive financial plan that includes a statement of how financial, material and human resources are to be allocated to meet the goals, objectives and priorities established in clause (b); and

   (f) any other matter prescribed by the regulations.

Central Agencies

The Department of Health and Wellness is supported by the Public Service Commission, Treasury Board Secretariat, Communications PEI, and other central agencies within the Province of PEI, in the areas of corporate services.

Health PEI

Crown Corporation Health PEI was established in 2009 as an arm's length organization that provides health services across the province. Roles, responsibilities and accountability for both the Department of Health and Wellness and Health PEI are described under the *Health Services Act*.

Under the guidance of the Department of Health and Wellness, Health PEI is responsible for the provision of operational health services provided to meet Islanders' needs. This includes service delivery related to hospital, community health, public health, mental health, addictions, long-term care, home care, as well as ambulance, medical affairs, diagnostic services, pharmacy, and dental public health.

Our Core Values

Our shared core values, that guide our everyday activities and actions, are as follows:

Putting People First

Our primary emphasis is on the health and wellness of Islanders, ensuring people receive high quality, affordable, accessible and sustainable health services and enabling them to achieve and maintain their optimal well-being. Our Island health system must be patient-centred.

Collaboration

We support the community and encourage individuals and their families to engage in their own health and well-being. We commit to working together with individuals and their families as well as Health PEI, health professions, private sector health care providers, community and non-government organizations, and other government departments.

Accountability

We strive to ensure appropriate and responsible use of resources to meet the needs of Islanders, through evidence-informed decision making and practices, evaluation, reporting, and transparency.

Integrity

We treat people, those we work with and those we serve, with respect, and we honour their differences. We will inspire trust by saying what we mean and matching our behaviours to our words.

Continuous Improvement

We look for ways of doing things better and support the growth and development of our policies and programs. We embrace our uniquely small population and leverage the opportunity to be innovative with the resources available to us.

Our Vision

Healthy Islanders, Healthy Communities now and into the future

Strategic Pillars

Four pillars provide a roadmap for achieving this vision:

Pillar #1	Pillar #2	Pillar #3:	Pillar #4
Health Policy and Planning Leadership	Health System Governance and Accountability	Engagement, Collaboration and Partnerships	Health Promotion and Prevention

Pillar #1: Health Policy and Planning Leadership

Leadership through policy development is a priority to support effectively delivering health services to the people of Prince Edward Island and helping them achieve optimal health and well-being. Accountability for health impact is integral to a responsive and effective system.

Goal: Strengthen health policy to help Islanders achieve their optimal health and well-being.

Priorities:

1. Develop an updated **Provincial Health Plan** that clearly defines the goals, objectives and priorities for the provision of health services in the province and an accountability framework for the health system.
2. Provide leadership and policy direction for **seamless patient care** and coordination of individual care among service providers.
3. Provide **strategic direction** in areas that impact the well-being of Islanders.
4. Strengthen our **health workforce** by continuing to modernize scope of practice for our various professions and implement longer term planning.
5. Strengthen **evidence-informed** decision making and policy development.
6. Review legislative needs and ensure **effective regulatory mechanisms**.

Expected Outcomes and Actions:

The expected outcomes of these priorities for the 2015-2018 planning period include:

- *Provincial Health Plan developed based on stakeholder and community engagement and used to guide high quality, accessible, affordable, accountable, and sustainable health services provided to Islanders*
- *New Mental Health and Addictions Strategy developed and actioned*
- *Wellness Strategy implemented including leadership, governance and accountability*
- *Health workforce recruitment and retention strategies developed and implemented*
- *Provincial physician resource management strategy developed*
- *Regulatory framework for health professions in PEI modernized*
- *Framework and process to guide evidence-informed decision making and policy development established, communicated and supported*
- *Legislative and regulatory reviews ongoing*

Pillar #2: Health System Governance and Accountability

Since Health PEI was established as a Crown Corporation in 2009, roles and responsibilities between the new organization and the Department have been more clearly defined. Further clarifying these roles and strengthening alignment and integration of responsibilities and policy development efforts will help to improve governance and accountability of the health system.

Goal: Strengthen governance and accountability for a responsive and effective health system.

Priorities:

1. Ensure alignment between **Health PEI strategic and operational activities** and the Department's strategic framework.
2. Strengthen **collaboration and information sharing** between the Department and Health PEI.
3. Monitor **performance and accountability of the health system** through key performance indicators (KPIs) and reporting of management information.
4. **Be open and transparent to the public**, providing relevant and timely information including health system performance and priorities.

Expected Outcomes and Actions:

The expected outcomes of these priorities for the 2015-2018 planning period include:

- *Health PEI Strategic Plan (2017-2019) consistent with the Department's Strategic Plan and Provincial Health Plan*
- *Health PEI alignment with the policies developed by the Department*
- *Regular information sharing between Health PEI and the Department through scheduled meetings, joint committees, and ongoing communications*
- *Key performance indicators (KPIs) to encourage better care and value for Islanders monitored and evaluated in collaboration with Health PEI*
- *Regular reporting of financial and system performance information to the Department*
- *Timely and relevant information shared with the public*
- *Annual report issued to the public*

Pillar #3: Engagement, Collaboration and Partnerships

The health system relies on individuals, families, and community and government partners to support service delivery and health protection and health promotion. The Department will seek to strengthen existing and build new collaborations and relationships accountable to deliver sustainable, high quality, accessible, and affordable services.

Goal: Increase collaboration with Islanders, communities, service providers, and government to strengthen health system capacity and sustainability.

Priorities:

1. Provide opportunities for **Islanders and communities** to be engaged in health initiatives.
2. Work with **health professionals, associations, regulatory bodies, and post-secondary training institutions** to improve health service quality, accessibility, affordability, accountability, and sustainability.
3. Partner with **non-government organizations** to improve the efficiency, accountability, and sustainability of services and to improve health outcomes.
4. Strategically partner with other **government departments and agencies to align priorities, improve service delivery, and support the well-being of Islanders**.

Expected Outcomes and Actions:

The expected outcomes of these priorities for the 2015-2018 planning period include:

- *Public consultations held to support the development of the Provincial Health Plan*
- *Community and government partnerships supported Wellness Strategy implementation*
- *Accountability and reporting by community partners strengthened*
- *Consultations about expected needs of the health system held with health professions and post-secondary education institutions*
- *Resources allocated appropriately to community partners to support effective programming and outcomes*
- *Alignment across government departments and agencies improved (e.g., joint service agreements)*

Pillar #4: Health Promotion and Prevention

The Department plays a leadership role in prevention and physical and mental health promotion to improve the health and wellness of Islanders. Health promotion and disease and injury prevention are essential for improving overall population health and reducing the growing cost of health care.

Goal: Help individuals improve their mental and physical health through health promotion and disease and injury prevention.

Priorities:

1. Collaborate with stakeholders to influence the social determinants of health and implement the five pillars of PEI's **Wellness Strategy: mental health, being physically active, living tobacco-free, healthy eating, and consuming alcohol responsibly**.
2. Support our communities in **reducing stigma** associated with mental health and addictions.
3. Enhance **monitoring of narcotics** and reduce the harms and misuse associated with prescription drugs.
4. Enhance **immunization coverage for Islanders** to ensure better protection against vaccine preventable diseases.
5. Support Health PEI in enhancing **early intervention and prevention**.
6. Work with stakeholders to enhance the implementation of the **five goals of the Canadian Sport Policy**: Introduction to Sport, Recreation Sport, Competitive Sport, High Performance Sport, and Sport for Development.
7. Collaborate with stakeholders to implement the **new national recreation framework**, *A Framework for Recreation in Canada 2015*, Pathways to Well-being (Active Living, Inclusion and Access, Connecting People and Nature, Supportive Environments, and Recreation Capacity).

Expected Outcomes and Actions:

The expected outcomes of these priorities for the 2015-2018 planning period include:

- *Evaluation framework and governance structure established for Wellness Strategy*
- *Island communities engaged in activities that support their health and well-being through implementation of PEI's Wellness Strategy*
- *Stigma reduction actioned as part of Mental Health and Addictions Strategy*
- *Monitoring framework for narcotics strengthened; regional and Federal-Provincial/ Territorial governments collaboration*
- *Chief Public Health Office (CPHO) Strategic Plan priorities related to immunization actioned*
- *Evidence-informed prevention initiatives supported and implemented*
- *Demonstrated alignment with five goals of the Canadian Sport Policy*
- *Demonstrated alignment with the new national recreation framework, A Framework for Recreation in Canada 2015, Pathways to Well-being*

Conclusion

The four pillars are interrelated priorities, focused on strengthening health services as well as prevention and promotion given both current and future challenges and opportunities.

All stakeholders – public, private, community partners and service providers – must collaborate to strengthen health services in terms of quality, accessibility, affordability, accountability, and sustainability. At the same time together we must shift the conversation towards prevention and health promotion. This means more engaged Islanders taking control of their well-being.

Stronger accountability is needed and the Department commits to report to the public on excepted outcomes identified in this Strategic Plan.

This is what will lead to **healthy Islanders, healthy communities**.